

**IOWA DEPARTMENT OF PUBLIC DEFENSE
MILITARY DIVISION**

**PERFORMANCE
REPORT**

**Performance Results
Achieved for Fiscal Year 2005**

**MAJOR GENERAL RON DARDIS,
THE ADJUTANT GENERAL**

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INTRODUCTION

I am pleased to present the Iowa Department of Public Defense Performance Report for fiscal year 2005 (October 1, 2004 – September 30, 2005). This report contains information about the services provided to our country and the State of Iowa during this fiscal year by the citizen-soldiers of the Iowa National Guard.

We have achieved 77% of the reportable identifiers in our 2005 State of Iowa Performance Plan. This is a remarkable accomplishment when taking into consideration the activity of the Iowa National Guard during the past four years. A detailed analysis of our performance indicators is contained in this report.

This has been an extremely busy year for the Iowa National Guard. Again, we report that our Iowans are answering our Nation's call to fight the Global War on Terrorism. More than 9,500 Iowa National Guard citizen-soldiers have mobilized to worldwide locations since September 2001. We currently have over 950 soldiers and airmen on duty.

Our soldiers cleared mines, transported supplies and materials, repaired equipment and provided supplies, and provided security and conducted combat operations. Our F-16 pilots flew combat missions in support of ground operations. All of our soldiers and airmen did their jobs and missions in an outstanding manner. They represented their nation and the State of Iowa in an exemplary fashion and drew exceptional reviews about their performance. We

A joint Iowa Army and Air National Guard task force of 225 mobilized in a matter of hours and deployed to Mississippi and provided valuable support in the aftermath of Hurricane Katrina. At home, Iowa Guardsmen were on the scene and providing aid and comfort in Bradgate when a devastating tornado ravaged that town.

Every Iowa Guard citizen-soldier is the consummate product of our core functions. We successfully deployed combat-ready soldiers in record numbers because we achieved the high standards of our established services, products, and activities.

The Iowa National Guard has been recognized by the National Guard Bureau as the 1st place state in the union for strength maintenance during 2005. We closed the year over 100% of authorization for the fifth year in a row. This is a great testimony to the quality of our organization and our ability to attract and retain high quality men and women in our units.

We again placed high in the Army Community of Excellence National Guard category competition. This year we attained 3rd place in the nation in this highly competitive program based on Baldrige criteria to evaluate and reward program

performance excellence and continual improvement. The Iowa Guard was judged the first in the nation during 2002 and 2004. This is a very enviable ranking when taking into consideration the high number of Iowa National Guardsmen that have been deployed for worldwide missions.

These are enviable achievements that we have achieved while at the same time executing the most widespread and comprehensive transformation of the Iowa National Guard in decades. We have responded to Department of the Army and National Guard Bureau directives to reorganize our headquarters and convert units. This has necessitated starting new units while eliminating others, requalifying soldiers and airmen in new specialty areas, and insuring adequate resourcing of the force while this transformation is occurring. The changes have been ongoing for several years while we were deploying soldiers and airmen in record numbers, receiving national recognition, and maintaining a high level of readiness among our organizations and units.

Key strategic challenges that we continually address are the strength maintenance of the Iowa National Guard and the heavy reliance being placed on our citizen-soldiers to support worldwide military operations. Family support and employer/employee relationship issues increase pressure on our members to maintain their Iowa National Guard membership. Other challenges include public support of our programs, incentive benefits for our members, and adequate federal and state funding of our programs to allow us to maintain readiness.

I am extremely proud of the manner in which the Iowa National Guard has accomplished our federal and state missions and met our performance objectives. Our soldiers and airmen are the epitome of excellence that is portrayed in this 2005 performance report.

Sincerely,

Ron Dardis
Major General, Iowa National Guard
The Adjutant General

DEPARTMENT OVERVIEW

Vision: “A world class team committed to excellence and to one another.”

The vision of the Iowa Guard is to be recognized as a world class team, a Total Force partner capable of accomplishing its federal, state, and community missions with professional citizen-soldiers and airmen dedicated to protecting and defending the basic values all Americans cherish; and at the same time caring for all those within its Guard family.

Mission: The mission of the Iowa National Guard is three-fold encompassing our commitment to our nation, the State of Iowa, and our communities.

1. **Federal Mission:** Provide combat ready units in support of the national military strategy.

2. **State Mission:** Provide units and equipment to protect life and property and come to the aid of Iowans in a time of need, to preserve peace and order, and to ensure public safety for the citizens of Iowa.

3. **Community Mission:** Participate in community programs that add value to our communities, to Iowa, and to America while becoming true role models and making our communities safe and a better place to raise our families.

The Iowa National Guard has administrative and command authority over numerous Army and Air organizations and units to accomplish these diverse missions. In addition we have established a joint military headquarters that plans and conducts operations in support of civil defense

The Iowa National Guard is frequently called upon by the Governor of Iowa to support enterprise initiatives. These include sharing of resources that strengthen other areas of state government and to enhance the state economy to providing information, facilities, and personnel to support technology and other initiatives.

Iowa National Guard Values mirror the “The Army Values”. These values are prominently displayed in every facility to guide us in our day-to-day operations. “Readiness” was added to ensure that we maintain personal readiness at all times.

- Loyalty
- Respect
- Honor
- Personal courage

- Duty
- Selfless service
- Integrity
- Readiness

Iowa National Guard Command Philosophy: This command philosophy is the essence of our command and operations activities. They guide our leadership and members in the accomplishing our missions, achieving high levels of excellence, and continually improving.

1. EMBRACE THE CORE VALUES OF THE IOWA TEAM. *Loyalty, duty, respect, selfless service, honor, integrity, personal courage, with excellence in all we do.*
2. PUT THE TEAM FIRST. *When the team is a success there is credit for all.*
3. BE SENSITIVE TO YOUR PEOPLE AND THEIR ISSUES. *Be intolerant of abuses and misuses of them.*
4. COMMIT TO EXCELLENCE. *Strive for continuous improvement.*
5. TREAT ONE ANOTHER WITH DIGNITY AND RESPECT. *Promote the highest standards of honesty and trust.*
6. INSTILL PRIDE IN THE IOWA TEAM. *Recognize and reward your team.*
7. BE ACCOUNTABLE FOR YOUR ACTIONS. *Set the example. Mistakes and disagreements are okay until decision is reached, go with final decision.*
8. BE PATIENT AND PERSEVERE. *Vital components of teamwork take time to develop and grow.*
9. LEAD FOR THE BEST OF US, NOT THE WORST OF US. *Not everyone wants to be on the team – pull the weeds.*
10. WORK PROACTIVELY TO AFFECT POSITIVE CHANGE. *Empower your people to be creative and innovative.*
11. KEEP THINGS IN PERSPECTIVE. *Your families are your greatest treasure. Have fun, Keep a sense of humor.*
12. LEAVE SOMETHING BEHIND. *Mentor the men and women of the Iowa team.*

Major services and products of the Iowa National Guard are:

- Combat-ready organizations and units that are trained and equipped to complete their federally assigned mission in support of combatant commander missions and emergency response requirements.
- Organizations, units, personnel, and equipment to protect life and property and come to the aid of Iowans in a time of need, to preserve peace and order, and to ensure public safety for the citizens of Iowa.
- Recruitment and retention of qualified members to perform assigned organizational and unit missions.
- Trained and qualified officers and soldiers to attain combat readiness and perform assigned missions.
- An ability to mobilize and deploy Iowa National Guardsmen quickly and efficiently with the least possible impact on families and employers, and enhanced by our family readiness and Employer Support of the Guard and Reserves programs and the processing of our members and families.
- Educated, physically, and mentally fit soldiers and airmen in Iowa National Guard organizations and units.
- Activities involved with the elements of homeland security; detection, prevention, and protection with traditional phases of emergency management (mitigation, preparedness, response, and recovery) into a comprehensive program that is both multi-hazard and multi-function based.
- Iowa National Guard Drug Demand Reduction and Counter Drug programs that significantly impacts on the quality of Iowa.
- The National Maintenance Training Center is a US Army “schoolhouse” located at Camp Dodge and is an integral element in the Army’s maintenance training program.
- The 185th Regional Training Institute leadership programs produce leaders for the Iowa National Guard and United States Army Reserve units.
- Army Communities of Excellence program initiatives that are federally funded Iowa National Guard tenant activities that provide unique training and operations support to the US Army and Air Force. These include the Sioux City-based US Air Force regional paint facility, Camp Dodge-based Military Interactive Multimedia Instruction Center, Digital Training Development Center, Computer Services Corporation, and ALION Corporation.
- Armories, facilities, ranges, and training areas to train Iowa National Guard members and improve/maintain unit readiness in a “ready” condition.
- A proper mix of types of units in the Iowa National Guard essential to working within the limits of Iowa’s demographics along with proper and adequate training facilities and areas to support unit training requirements and programs.

- Upgrades and required maintenance to preserve our facilities and ultimately reduce construction expenditures.
- Effective utilization and security measures for facilities and equipment.
- Effective and efficient distribution of supplies and services to units to support commanders' training programs and combat readiness.
- A comprehensively planned and coordinated direction, utilization of funding, personnel, and equipment to support operations of the Iowa Department of Public Defense.
- Effective fiscal management of available agency funding support to gain the greatest impact on Iowa National Guard readiness.
- Operable equipment and supplies to train, achieve combat readiness, and perform missions.
- Iowa National Guard training programs that strictly adhere to environmental stewardship.
- Leadership of a 9,500-member organization and the stewardship of resources directly related to combat readiness and the ability to mobilize and deploy combat-ready organizations and units, respond to emergencies in the State of Iowa, and to make the best advantage of available funding resources.

STRATEGIC PLAN RESULTS

The Iowa Department of Public Defense Strategic Plan is based on a dynamic planning program that focuses on a three to five year long-term planning timeline coupled with detailed short-term planning windows. Various internal and external assessments occur throughout the year as part of the organizational performance review process. Leaders at all levels are continually asking, "Where are we now?" These assessments involve areas of strength, organizational weakness, and barriers to success. External assessments involve areas of opportunity and potential threats. This information is used throughout the year to adjust operations for optimum performance.

A key part of our strategic planning process is the annual strategic planning off-site meeting that begins with an assessment of "Where do we want to be?" Members of the Continuous Improvement Steering Committee (CISC) review the organization vision and mission in the content of current reality. Using the strengths, weaknesses, opportunities, and threats (SWOT) to the organization from the internal and external assessments the committee identifies priority issues and updates the strategic objectives. This information is used to confirm the validity of both strategic and operational level programs.

With the priorities and strategic objectives identified, the off-site group continues with discussion of "How do we get there?" Objectives and programs that have

been completed or are no longer functional or logical are eliminated. New objectives and the programs required to attain them are identified. The meeting concludes with assignment of program ownership to appropriate directorates and action officers.

The basis for our continuous improvement program is a constant review of results related to organizational objectives. The review process relates to organizational objectives and performance measures. This process is driven by the Continuous Improvement Steering Committee and relies on input from the “owners” of the day-to-day implementation and program functionality to ensure accurate and adequate review.

The Iowa Department of Public Defense is unique in the vast array of our key customers. This wide variance is due to our three missions (federal, state, and community) and the wide span of commands and jurisdictions in which we operation to complete our missions. Our customers include, however, are not limited to:

- External customers – War trace entities – War fighting combatant commanders, United States Forces Command (FORSCOM), and the National Guard Bureau.
- State of Iowa – The governor and citizens of the state, all state agencies, and law enforcement agencies.
- Communities – Schools, local law enforcement agencies, and emergency services agencies.
- General Department of Defense and Departments of the Army and Air Force entities – United States Training and Doctrine Command (TRADOC), National Training Center, Joint Readiness Training Center, 1st United States Army, 5th United States Army, and military organizations and units of all services.
- Other federal entities – Department of Homeland Defense, Federal Emergency Management Agency, and law enforcement agencies.
- Civilians – Businesses, not-for-profit entities, media, and service organizations, and individuals.
- Military service members – active and retired. Current members and veterans receive installation support, i.e., recreation center, Department of Public Defense, credit union, Iowa Law Enforcement Academy, Post Exchange, and Iowa Gold Star Museum.

The driving force behind Iowa National Guard operations and associated functions is the **end strength of the force**. The number of soldiers and airmen in the Iowa National Guard on the September 30th predicates the infrastructure and related issues. The majority of our budget activity supports manpower and salaries in our fulltime force and organizations and units.

Various incentive programs support our recruiting and retention programs. The state-funded Iowa National Guard Educational Assistance Program is vital to our

recruiting program. Many of our soldiers and airmen join our programs to receive monies to fund their advanced education. The Iowa program is funded at \$2.7M and provides 100% educational assistance to qualified Iowa National Guardsmen and women based on state regents institution tuition costs. The program funding was recently increased from approximately 50% to the 100% mark making Iowa competitive with surrounding state educational incentive programs and attracting Iowans living along the state's borders to enlist in our Iowa units as opposed to joining a bordering state's National Guard or a Reserve unit. The Iowa National Guard Education Assistance Program is helping us achieve and maintain full strength in our units, while at the same time attracting Iowans to attend Iowa schools and remain in Iowa to work and raise their families.

Our end-of-the-year strength figure is critical to our year budgets, organizational structure, and our ability to perform our missions. The increased budgets derived from our ability to maintain our unit strength enhances our training program activities resulting in a better-trained and more capable force. It dramatically increases the investment that we are able to make in our soldiers and airmen. Additional training opportunities enhance their self worth and abilities. Our Iowa Guardsmen are using their military training education to perform their assignments, improve and progress in their civilian endeavors, and to make Iowa a better place to live and work. A well-resourced full strength organization is a "combat multiplier" for Iowa's economy and quality of life.

Consequently, well-trained units, soldiers, and airmen require much less time to respond national emergencies and state disasters. The Iowa National Guard has become a recognized national leader in our ability to mobilized units with very little additional training or preparation because our robust unit training programs produce combat ready units available in an extremely short time with little additional training or administrative preparation.

The contributions to Iowa's fabric are significantly enhanced by our Iowa National Guardsmen's contributions. Our citizen-soldiers receive training and education far beyond the technical and combat skills they require to be successful on the modern battlefield. They learn about teamwork, leadership, cooperation, and working with others for the good of the common cause. A very important by-product of Iowa National Guard membership is this skill set that is so vitally important in our communities. Our Iowa National Guardsmen and women are involved in their communities. They use the skills and knowledge that they acquired in the Guard training to be leaders in their communities and to make Iowa a better place to live, get an education, and raise a family.

As a result of this process we work very hard to achieve our ***Number One mission of Strength Maintenance***. Our efforts are much less effective for our nation and state when we fall short of our authorized strength.

2005 PERFORMANCE PLAN RESULTS

The Iowa National Guard achieved a high percentage of our stated 2005 Iowa Department of Public Defense goals and objectives. Our 77% is an extremely creditable accomplishment when taking into consideration the mobilization activity and transformation that has been occurring in our organization. The following provides a narrative review and explanation of our performance measures as reported through the I3 program. The following is a narrative recount of performance measures included in our State Performance Plan.

The primary goal and objective of the Iowa National Guard is to recruit, train, and maintain combat-ready units to serve in our Nation's defense program. Every activity that we perform is directed to that final goal and our ability to respond to emergencies that may occur in the State of Iowa.

Our principle and overriding core function is to "provide combat-ready units in support of national military strategy and capable of performing federal disaster relief operations and state emergency operations." We strive hard to achieve the various goals required for us to perform this function and missions.

The Iowa National Guard organization has performed as a front-runner in the nation on accomplishing our mission of preparing units for combat and response to emergencies. Currently, half of our Army and Air units statewide met or exceed minimum mobilization requirements. Certainly, our goal is for all units to achieve and maintain minimum requirements. This is an extremely difficult goal to attain when our recent mobilization history is considered. Equipment on hand and maintenance readiness of the organization's equipment has been a high-priority throughout the mobilizations since September 2001.

Our strength maintenance program has been outstanding and Iowa is recognized as the Number One state in the National Guard for strength maintenance. We have maintained over 100% of our authorized strength since 2001. As fore stated, strength maintenance is the key component for all of our other performance goals and core functions. The noteworthy element of this statistic is that nearly every unit in the Iowa National Guard has been ordered to federal active duty to support the global war on terrorism. Strength maintenance is difficult in the current environment and our units have continued to strive and meet the challenge.

We achieved an annual strength turnover rate of 17.5% in the Iowa Army and Air National Guard against a national goal of 18%. The retention of quality, trained soldiers and airmen results in a low turnover rate.

85% of our units have achieved minimum training goals as directed by the Department of the Army and the National Guard Bureau. Again, this is an

extremely high percentage when considering the high number of mobilizations. To this end, none of our units are categorized as not meeting minimum training requirements as result of the mobilizations and resetting for future mobilizations. Training is a highly perishable element in the force. We are proud of our commander's ability to train and retain job specialty qualification in their units.

Our individual enlisted soldier military occupational specialty qualification is 83% against an 85% goal. We forecast that this will increase in the very near future, as our units that have recently returned from active duty are able to send soldiers to required training qualification courses and update their records.

100% of our units that have been mobilized have met or exceeded the minimum mobilization requirements upon reporting to the mobilization station. Again, this is attributed to the quality training and mobilization programs in our units and organizations, and the continual high state of readiness maintained in personnel qualification and records and equipment maintenance.

100% of our units actively participate in the Employer Support of the Guard and Reserve (ESGR) program. Employer support of our Iowa National Guard is critical during and peacetime and mobilizations. ESGR representatives serve as ombudsmen to eliminate conflicts and issues between our members and their employers. Needless to say, this is a critical element of our ongoing support functions and programs.

100% of our members receive a comprehensive battery of briefings to prepare them for mobilization and active duty. Our staff and outside agency representatives brief every member mobilized and provides critical information to them and their families concerning benefits, what to expect during mobilization, how to respond to various situations, and who they can contact for assistance. Conversely, 100% of our soldiers and airmen returning from active duty are briefed on issues that will assist them with their reentry into the civilian environment and workplace.

100% of our members have been successfully reintegrated into civilian employment following mobilization or have entered an institution of higher learning to prepare them for high-paying jobs and better futures.

The Department of the Army and the National Guard Bureau prescribes individual health and fitness and educational qualification standards. We work very hard to achieve these standards in spite of our continually evolving membership and the simple fact that we only have control of our members for 39 days a year during peacetime.

We achieved an 87.7% of medically qualified for duty against a goal of 85%. We are extremely pleased with this percentage when considering the large number

of activities that our members engage in on duty and during the rest of the month that could result in injuries that result in medically disqualifying injuries. We achieved 94.2% pass rate on the physical readiness test against a 95% goal. Again, while we didn't achieve the stated goal, we are pleased with the result. This is a testimony to our soldier and airmen's dedication to the total program and commitment to remain qualified and meet standards.

Compliance with 100% compliance with the weight control standards is a stringent requirement. We attained 96.7% of our goal. Again, we feel this is noteworthy.

We established a goal of 1000 qualified Iowa Army and Air National Guardsmen provided educational funding through the Iowa National Guard Educational Assistance Program. During 2005, 1095 of our eligible members took advantage of the program. This number indicated a large desire amongst our soldiers and airmen to attend college and institutions of higher education. The program is an investment in Iowans by Iowans for the State of Iowa. \$3,384,000 of our appropriated \$3,739,290 budget was utilized.

We anticipate this level of program participation through the next several years. A large number of soldiers and airmen were on active duty during this past year and were not available for the program. Those units are returning and we can anticipate that many of those soldiers who were on active duty last year will desire to attend school in the near future and will be requesting educational assistance through the program.

Iowa Guardsmen who participate in the program and receive the benefits are more likely to remain in our units and to remain in Iowa to live and raise families. We are extremely hopeful and optimistic that the program will continue. It is an extremely positive attraction to our recruiting program and is having a tremendous effect on our ability to attract and maintain members.

Unfortunately, we reported one (1) Class B accident during the year. A Class B incident is one that results in partial disability and/or hospitalization of 3 or more persons and/or \$250K - \$1M of property damage. Our Army National Guard C-12 airplane was struck by lightning during a takeoff. There were no injuries, however, the aircraft's radar, engines and props, and tail elevator sustained significant damage and required expensive repairs. An investigation was conducted and the findings showed no crew error. The incident was an act of the environment that was unexpected and not forecasted. There was not threatening weather in the immediate area of the airport at the time of the incident.

The training conducted at the federally funded Midwest Counter drug Training Center (MCTC) far exceeded expectations. 6,058 students from the region and nation attended training courses at the center during the year. We had forecasted 3,000 students. The center located at Camp Dodge is one of five

nationwide educational facilities to train federal, state and local law enforcement agencies. The school has a significant annual budget of more than \$3.5M annually, and has a direct impact on the governor's safe communities and economic priorities.

We fell short of our goal of having functioning Drug Demand Reduction programs in all 99 Iowa counties. Our Counter drug section conducted programs in 44 counties during the year. This number is result of a number of our qualified program instructors being mobilized overseas during a significant portion of the year. However, we accomplished 100% of the mission support requested. The need for our program still exists across the state. We expect the number programs conducted, consequently the number of counties operated in, to dramatically increase as our instructor staff returns from active duty and we are able to once again market the program and actually conduct the training.

Typically, the Iowa National Guard has approximately 45 soldiers and airmen on duty providing support and assistance to Iowa-based federal, state, and local law enforcement agencies. They have provided instrumental assistance in the investigation, identification, apprehension, and prosecution of major illegal drug operations.

While this area didn't work in as many counties as our goal indicates, we did realize an overall federal funding increase to this section to conduct counter drug programs in schools and provide support to federal, state, and local law enforcement agencies. Our target goal for the section's funding was \$1.2M. We received \$1,575,000 of federal money for this section's operations. Obviously, the majority of it was expended in our support to law enforcement agencies as many of our instructor staff was mobilized and serving on federal active duty during the year.

The National Maintenance Training Center is a one-of-a-kind maintenance training facility in the US Army. Equipment maintenance companies from the Army, National Guard, and US Army Reserve participate in a rotating training schedule at the center. This schedule has been significantly impacted during the past several years due to the high number of maintenance companies that were mobilized and utilized to support mission requirements of the Global War on Terrorism.

We actually had an increase of the number of units scheduled and trained at the Center during this year. 85% of the Center's training periods were forecasted and 85% of those were utilized. Seven (7) units had to cancel due to mobilization requirements and commitments. We forecast that these percentages will improve during 2006. While the Center only impacts on three Iowa Army National Guard maintenance companies, the Center provides employment to a number of Iowa Guardsmen and active duty personnel who are members of our communities while they are stationed here. They and the

soldiers from across the nation training at the Center bring a tremendous economic impact to the local community and Greater Des Moines area.

Our interest in the Iowa Gold Star Military Museum is high because it portrays the proud history of the Iowa National Guard and because it another means of making the public aware of current Iowa National Guard operations and marketing our programs. Our goal of 5,000 persons visiting the museum at Camp Dodge was exceeded when 7,100 actually visited our displays during 2005. The museum conducts a number of outreach programs during the year to highlight significant historical events, promote patriotism, and support our veterans. This year 3,250 persons attended these special programs against a goal of 2,000.

The past several years' mobilizations have taken an understandable toll on our units in the categories of equipment on hand (EOH) and equipment readiness (ER).

We have established a goal for 25% of our units meeting established Department of the Army and National Guard Bureau equipment-on-hand requirements. 31.5% of our units met this standard.

Our goal for unit attainment of meeting minimum equipment-on-hand requirements is 50% of our units. 52.6% of our units met this standard during 2005. This leaves us with only 15.7% of our units against a goal of 25% that were resetting from federal mobilizations and didn't meet minimum equipment-on-hand requirements. This is a very positive indicator.

Equipment on hand must be operational to be of any value to our units and positively impact on their mobilization readiness. 85% of our equipment meets Department of the Army and National Guard Bureau equipment readiness requirements against a goal of 25%. 91% exceeds minimum requirements against a goal of 50% leaving only a very small percentage of our equipment in the "resetting" category which as a targeted goal not to exceed 25%. These measures are significant as they clearly identify a quality maintenance program throughout the command.

The Iowa National Guard has been a leader in the military and National Guard in electronic communications for a number of years. Nearly all of our programs are dependent on an operable network services system.

Our network was operable and available 99.996% (100%) of the time against a goal of 100%. Our information technology directorate is dedicated to insuring quality service and availability to the network 24/7.

The Iowa National Guard is undergoing one of the most comprehensive transformations/reorganizations/realignments that has occurred within our force structure for a number of years.

It began several years ago when the 185th Fighter Wing was designated as an air-refueling wing to support US Air Force global operations. This change necessitated a total transformation of the wing – new aircraft and supporting equipment, retraining of nearly every member of the 950-member wing, and considerable construction requirements.

The Army Guard is undergoing similar changes. New major commands have been established and others have been realigned. The 2nd Brigade is undergoing major command mission assignments and subordinate commands are making significant mission and personnel changes. Our 113th Cavalry is undergoing a total reorganization and mission change.

Our 234th Signal Battalion and 224th Engineer Battalion are being removed from the force structure to be replaced by one company each. These and other similar force structure changes are causing major personnel and equipment realignments and are necessitating significant training requirements.

Consequently, only 3% of our units meet the highest Department of the Army and National Guard Bureau readiness goals. Our target is 25%. We anticipate that we will meet the 25% standard within two reporting quarters.

45% of our units meet the Department of the Army and National Guard Bureau minimum readiness goals. Our target is 50%. Again, we expect this percentage to increase within the next two reporting quarters, as we are able to cross level personnel and equipment and qualify soldiers.

These performance percentages appear small, and possibly alarming, when evaluating our entire organization. This measurement is based on an evaluation of every Iowa National Guard unit taking measurements in a number of areas. As previously stated, the mobilizations and transformation of the force have taken a heavy toll on our organization.

The true measurement of our overall capabilities lies within whether we can meet mobilization requirements and respond to the orders of the governor when emergencies occur within the State of Iowa. Unquestionably, we can meet both requirements. When making this determination, it is important to consider that nearly every Iowa Army and Air National Guard unit has served on federal active duty in support of the Global War on Terrorism since September 2001. Some have served twice.

The Iowa National Guard had some very heavy commitments during the early parts of the war. Our mobilization requirements have declined and few units are

currently forecasted for mobilization and deployment. In addition, we have the capability to cross level personnel and equipment, as we have had to do in some previous deployments. We can meet any anticipated response requirement within the State of Iowa.

We had forecasted \$85M of new federal military construction (MILCON) funding during 2005. MILCON is a very fluid program dependent on a number of major issues within the federal administration, the Congress, and the Department of Defense. During some years the programmed funding doesn't materialize because it is redirected to other purposes or projects. This had a major impact on our 2005 MILCON. Consequently, we only received about \$7M MILCON during 2005. The projects that we were planning simply weren't in the spending packages as the money was redirected to other defense programs. We are planning these programs to be back on line during 2006. Our federal/state MILCON funding percentage goal is 8:1 while most agencies simply strive to achieve a 3:1 ratio. Despite our decreased federal funding we realized a 9:1 ratio surpassing our goal.

Funding drives all of our programs. Obviously, we are continually seeking increased federal dollars and we have realized an increasing federal budget for several years. Our federal budget growth target is 2%. During 2005, we realized a 4% increase in the funding that provides the majority of our operational funding.

The total federal funding of Iowa National Guard operations increased to \$325,445,010 during 2005. This was an increase of about \$13M. At the same time our State of Iowa funding increased about \$2M to \$10,771,418 because of some military construction funding that arrived in 2005 and is actually going to be executed on 2006 projects. This reduced the Iowa National Guard's return on investment of federal/state funding from 35.4:1 to 30.2:1. We still achieved our target goal of 30:1. We expect this ratio to increase again during 2006.

In addition to the federally appropriated monies that provide military and civilian wages and provide for many support operations, the soldiers and airmen who have been mobilized received federal pay and allowances that are in addition to the appropriated dollars. Since these are paid through active duty finance centers we are unable to determine the exact amount, however, we can be sure that our mobilized soldiers and airmen have returned hundreds of thousands of dollars back into their statewide communities and significantly impacted on our state's economy.

At the same time, we are able to attract considerable reimbursed federal dollars that support various military support functions, i.e., base security, as well as funding for our Homeland Security Emergency Management operations and full/partial salaries.

Of course, as we conduct our operations we are continually looking for growth in all areas. Certainly, personnel to conduct our operations and missions are vital. During 2005 we added 57 new fulltime positions to our programs. These are excellent jobs that provide necessary services to our overall operations. We anticipate the current Iowa National Guard fulltime manning levels to remain primarily constant with small yearly increases if we are able to maintain our current force structure and strength maintenance posture.

The Iowa National Guard has been a military leader in automated information applications for many years. This distinction has attracted agencies specializing in digital training programs and applications.

The Digital Training Development Center (DTDC) is a National Guard Bureau Training Facility. DTDC is responsible for management of the three assigned programs: Army Battle Command Training Section (BCT), Military Interactive Multimedia Instructional Course (MIMIC) and Application Support and Training Section (AST). It produces a large amount of training materials and programs for the US Army in addition to the instruction that they provide at their Camp Dodge facility.

We track the number of hours of digital training courseware that the MIMIC produces. This year they produced 172 hours for US Army worldwide distribution against a 60-hour goal. This program makes a large contribution to US Army training programs and typically employs 35-40 contractors and military personnel.

A US Air Force regional paint facility is located at the Iowa Air National Guard's 185th Air Refueling Wing, in Sioux City. The facility is equipped and prepared to provide total resurfacing of US Air Force aircraft. However, it can also assist with smaller surface equipment from all components when the need arises. The facility produced 47 completed pieces of equipment during the year against a goal of 40.

The Iowa National Guard is extremely cognizant of the impact of adequate training facilities. We are also well attuned to the proper utilization and maintenance of our statewide facilities to match our needs based on our current and forecasted force structure. To this end, we are continually evaluating Army and Air facilities and planning construction and major renovations at the same time we are closing facilities due to stationing requirements and actual facility maintenance requirements and need.

During 2003 and 2004, the Iowa Army National Guard closed the local armories in Atlantic, Clarinda, Glenwood, Hampton, Mapleton, Sioux Center, and Villisca. We closed the Jefferson armory during 2005. Some would consider these closures as a negative. These necessary actions were based on diminishing community/area demographics and our ability to recruit and maintain authorized

strength of those units, as well as the maintenance backlog applied against the existing facilities.

The closures directly coordinate with our Physical Assets Management core function and the desired outcome of “stationing and providing adequate armories, facilities, ranges, and training areas for Iowa National Guard units to train members and improve/maintain unit readiness to a “ready” conditions. We are utilizing our resources in the very best manner possible based on current and forecasted conditions to insure that we can adequately station and maintain units in statewide communities. Our objective is to place units where we can provide long-term maintenance of personnel and facilities.

The funding of Iowa National Guard major construction and renovation projects involves federal and state monies in varying contribution percentages based on project criteria and purpose. Our annual goal is to maintain a 3:1 federal/state cooperative agreement-funding ratio of these construction projects. We were in 100% compliance with this goal during 2005.

It is vitally important that we are in compliance with US Army and Air Force Standardized Training Requirements when we field our Iowa National Guard Stationing Plan and Departments of the Army and Air Force Command Plans while we endeavor to maintain force structure and provide economic growth within our program. The goal is 100% compliance with the standardized training requirements and we met that goal during 2005.

We calculate facility heating and cooling costs by an average BTU/square foot/degree day measurement. This is a constantly moving evaluation based on energy consumption and per unit costs, actual weather conditions, energy conservation measures, and facility condition and maintenance. We attained an \$8.7 per unit cost versus a \$10 goal. This is a crucial measurement and concern. Energy costs are extremely volatile and continually escalating. Departments of the Army and Air Force heating and cooling criteria are increasing to provide better conditions for training and support of training and readiness programs. We will be continually evaluating our programs to insure that we are utilizing our facilities to the best possible advantage, employing energy-saving measures, and implementing energy conservation construction methods.

We are extremely interested in the man-day utilization of the Camp Dodge Training Site. This figure is crucial to attaining additional construction and support funding that results in new construction, facility modernization, the addition of programs, and job growth on post. During 2005, our Camp Dodge man-day utilization goal was 350,000. Our actual training site utilization was 394,833.

This number is down considerably from previous years because of the mobilizations and security measures that have been implemented during the past several years. We anticipate that this utilization number will increase beginning in 2006 with a lesser number of forecasted deployments of National Guard and other service's units and more units training at Camp Dodge.

We have a mandate to utilize funding and resources to the best advantage possible for the training and readiness of our units. We establish a 100% utilization goal of all appropriated federal and state funding resources. We obligate as close to this amount as possible while retaining enough in the accounts to cover unforeseen expenses. We realized a combined utilization of our federal and state funding resources of over 99.996%. This is attributed to our fiscal manager's outstanding manner of execution and management.

The 2004 State of Iowa Department of Public Defense Performance Report contained a number of additional performance indicators and measurements that have been deleted from the 2005 report. We will continue to reevaluate performance measurement requirements and address the ones that are the most critical for us to make a true evaluation of our mission capability and fulfillment of our core functions.

We are proud of our accomplishments and the current state of the Iowa National Guard. We are addressing critical areas and insuring that the necessary resources are applied to them in order for them to meet minimum standards and performance goals. We are taking advantage of every possible resource to maintain and improve our mobilization readiness and ability to respond to emergency situations.

DEPARTMENT CONTACT

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